Cultivating Safety

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April 16, 2015

Craft Brewers Conference—Portland, OR

Objectives –

- Define safety compliance, culture, and systems
- Help initiate brewery safety commitment and culture
- Share ideas for maintaining participation and awareness
- Provide basic tools and methods for measuring safety performance
- Discuss hazard identification, risk minimization and control implementation
- Open channels for safety communication and discussion

Safety Survey

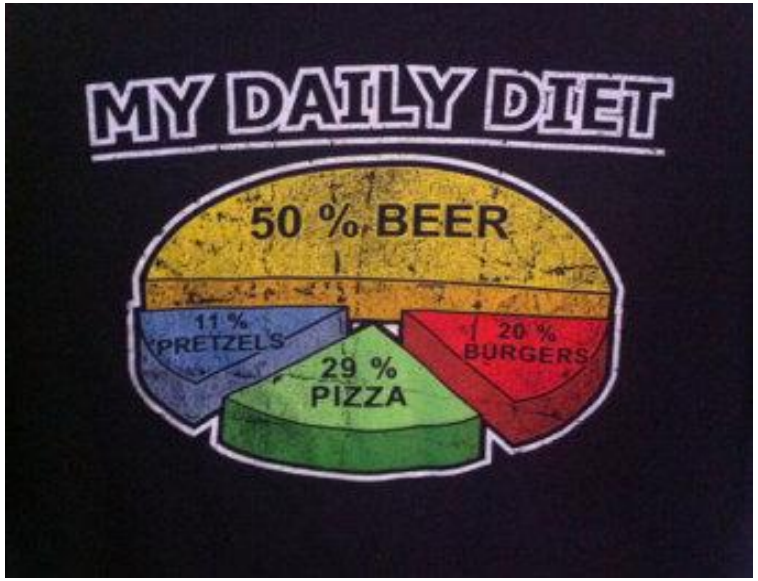
- Fall 2014: survey of BA community safety needs and safety awareness
- 79 participants (3% of BA registered breweries responded)
- 70% new to safety
- 91% believed in practicing safety
- 67% believed safety is to be practiced by all
- 82% believed practicing safety is a requirement

Good Points

- Over 80% of managers reported:
  - Demonstrating safe behavior, following safety rules, fixing hazards, and communicating safety messages
- Over 90% reported that employees:
  - ID hazards follow safety rules
  - 80% help improve unsafe conditions
  - 60% hold co-workers accountable and attend safety meetings
- Overall:
  - Had some level of written safety protocols and procedures

Room for Improvements

- Accountability
  - Better enforcement by management
  - Safety not integrated into personal performance evaluations
- Allocation of MONEY
  - Only 17% reported financially supporting safety efforts
  - 56% do not have defined safety roles or responsibilities
    - Many reported not having any industrial safety experience
- Allocation of time
  - Recordkeeping, tracking, and setting goals
  - Providing training and communication
  - Routine safety meetings and hazard assessments
  - Safety procedures and documents



Expressed Safety Needs

- Time
  - For writing and organizing a Safety and Health Management System
  - Allotting ample time to get a job done safely
  - To start being safe in general
- Training
  - How to integrate safety compliance into training
  - Using right resources and best practices
- Resources
  - Safety compliance guide and safety language brewers can understand
  - Safety technology and safety design/engineering

What is Safety?

- The condition of being protected from danger or injury
- Safety is a process meant to be constantly evolving and improving
- In a brewery it refers to:
  - Being aware of common hazards
  - Acting on hazards before someone gets hurt
  - Practicing proper techniques
  - USING COMMON SENSE

What is Safety Culture?

- More than just OSHA compliance
  - Regulations are the bare minimum standards for safety success
- Safety commitment, participation, and involvement
  - Supporting and maintaining a safe work environment
- Positive awareness and consideration for safety
- Regular communication and discussion
- Involves scheduling, support, and organization

Why Safety?

- We care about our employees and coworkers
- We save money, time and other limited resources
- It is the law
  - It takes one smart or disgruntled employee
  - It takes one catastrophic injury or fatality

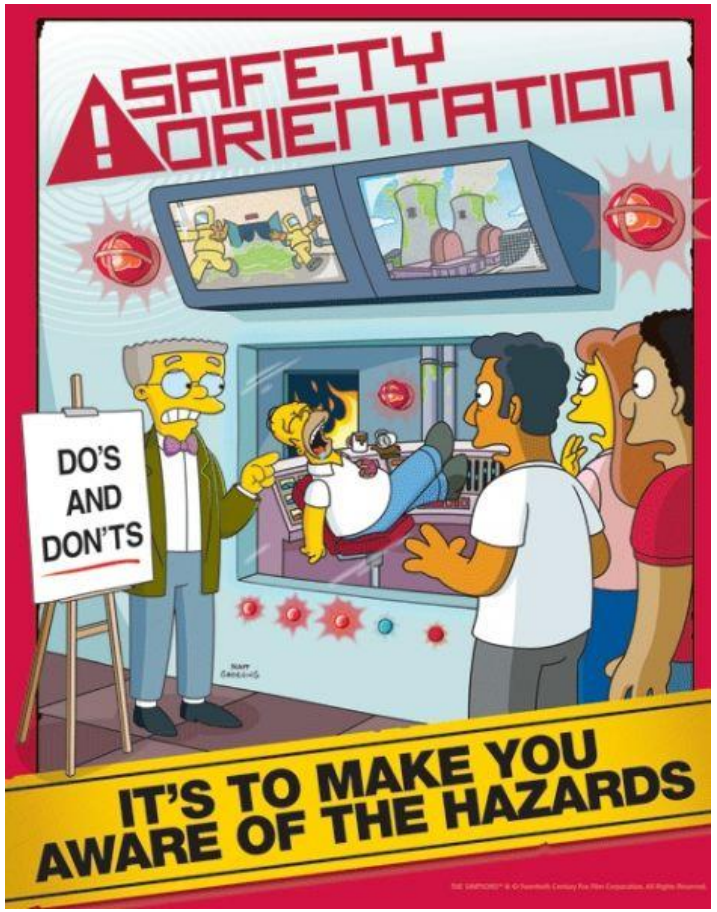
Valuing vs. Prioritizing Safety

- **Priorities** can change and fluctuate between levels of focus and importance
- **Values** maintain a constant level of focus and importance

- Examples:
  - Safety-oriented decisions and safe behaviors are second nature to management and staff
  - Safety is viewed as a positive benefit to a business rather than a barrier
  - Safety performance is measured in order to allow for continual improvement

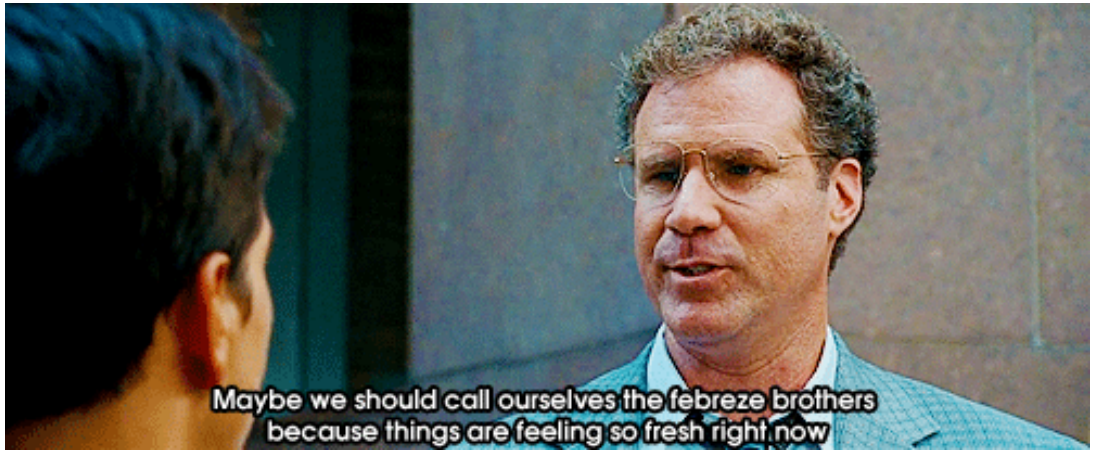
How can I get started?

- Just Start!
  - Safety is an ongoing process
    - No system is perfect
    - Failures may happen
    - Improvement is continual
  - Start small and don’t be overwhelmed
    - Something is always better than nothing



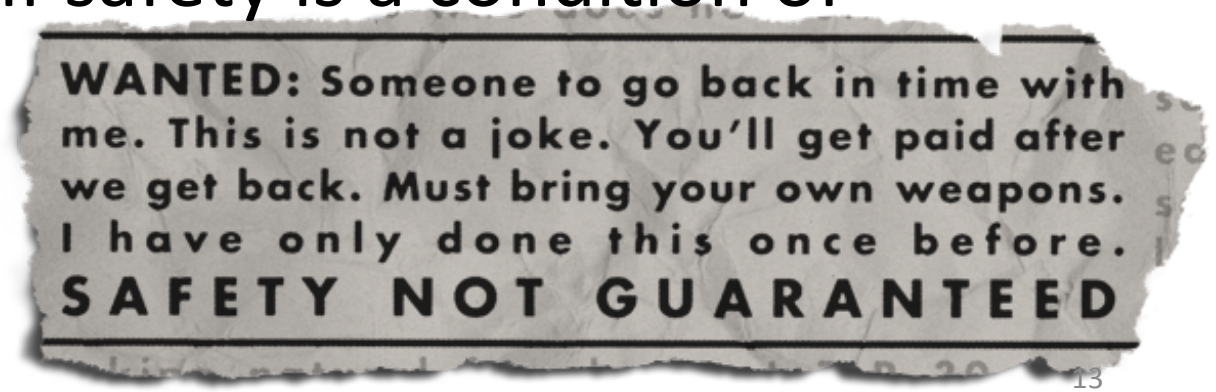
Safety Startup

- Schedule one 30-45 minute meeting to establish safety as a value by all
  - Have each person state one reason for:
    - Why safety is important to them
    - How they would like to see safety practiced at the brewery
  - Make your own definition for safety
    - What does safety mean to YOU?
    - Avoid dictionary or OSHA definitions



Start-up (cont'd)

- Come up with a list of at least ten safety rules
  - To be followed by everyone (including higher ups)
  - Everyone should be holding themselves and others accountable
  - Use these to eventually make a safety policy for everyone to enforce, and abide by.
- Brainstorm on:
  - Ways to recognize and reward safe behavior
  - How to correct actions that violate the rules
- It is up to managers to decide if safety is a condition of employment
  - Begin expressing this idea now



Establishing Safety Needs

- Decide what your specific safety needs are and address them.
  - Ask employees about:
    - What is currently done to practice/promote safety?
    - What do they like/dislike/ and how can it be made better?
    - What in the brewery has caused them injury (or near miss)?
- Prioritize YOUR needs: what requires attention first
- Take 5:
  - Set 5 safety goals based on what YOUR top 5 needs are
  - Try to achieve within the next 1-3 months.
  - Try to make the goals SMART (specific, measurable, achievable, realistic, timely)

Follow Through

- Make sure the goals are achieved.
  - This may require taking time out of production
    - Could overlap with maintenance
- Goal status updates—recurring and cyclical
  - To reinforce value and accountability
- Don’t ignore specific safety issues or concerns
  - Prevent “Why should I report anything if it’s never fixed?”

Keep Momentum Going

In addition to regular meetings:

- Encourage staff to update each other about
  - Daily or current hazards to be aware of
    - Shift change or at weekly production or staff meetings.
- Allow for workers to have a questioning attitude
  - Let anyone call a “time out” on production to discuss impromptu safety planning or hazardous conditions
- Assign safety responsibilities or nominate a safety champion
- Act as ambassador for communicating safety between organizational levels or between shifts

Momentum and Material for Meetings

- Create opportunities for ongoing safety communication
  - Schedule one 30 minute safety meeting each month
  - Share lessons learned and recognize workers demonstrating excellence in safety (caught in the act of safe behavior)
  - Discuss progress of current/ongoing safety needs and goals
  - Bring up and brainstorm on new safety needs and goals
  - Hold special topic trainings
    - (safe keg handling, chemical handling safety, or even present on an OSHA compliance topic such as confined spaces or Lock-Out-Tag-Out)

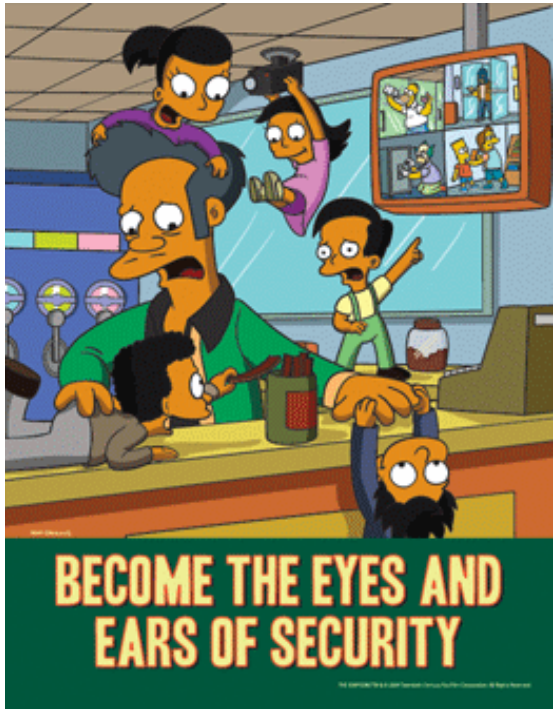
Small Steps to Improving Safety

- Better Planning
  - Workers are inheritors of poor system design and poor management decisions
  - Limit overloading staff with tasks and/or hours
  - Set achievable schedules/workload to minimize distractions and stress
- Better Training
  - Develop specific training parameters and qualifications
  - Training and frequent re-training is important
  - Hazard identification skills and anticipating outcomes
- Better Recordkeeping
  - Injuries/illnesses/process mistakes/near misses
  - Determines trends and helps anticipate where problems may occur

Management Support

- Accept that safety is a value and priority
  - It is inevitable that someone WILL get hurt
- Resources—time and money
- Trend Setting—set an example of safe brewing practices
- Enforcing—constant and consistent safety participation
- Maintaining
  - Follow through
  - Setting goals for improvements
- Communicating
  - Trainings, meetings, demonstrations, lessons learned, questioning attitude

As an employee, what can I do?

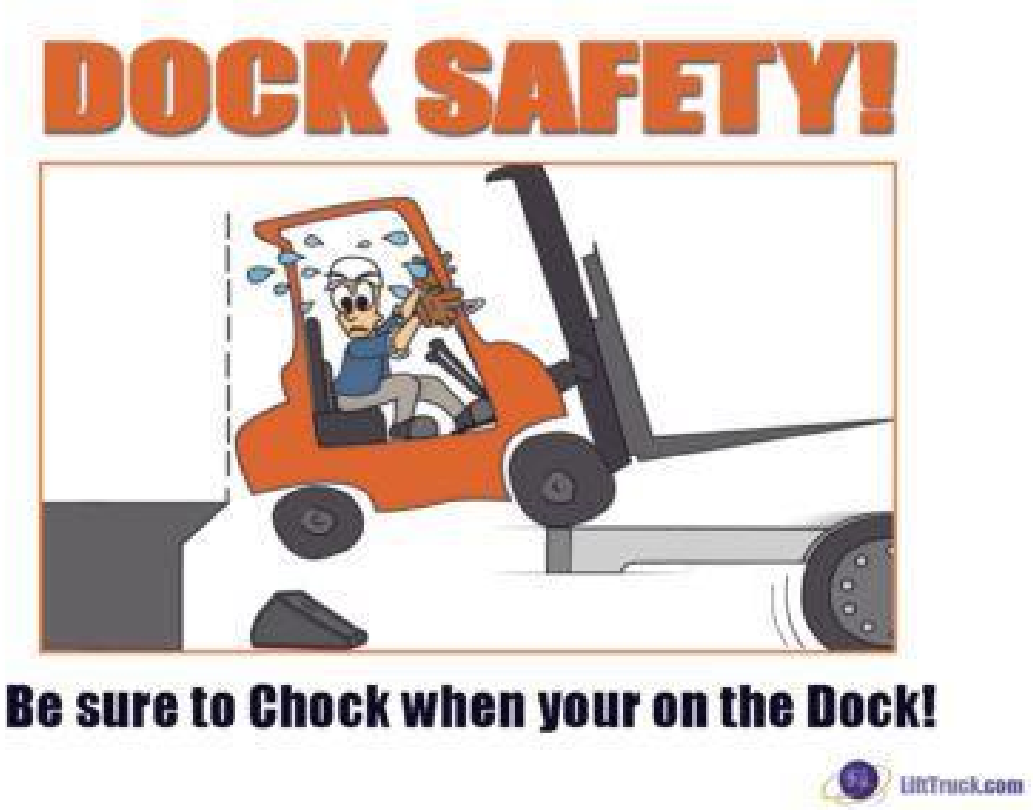


- Integrate safety into everyday operations
  - Point out areas of concern
  - Explain how you think you can improve them
- Decide the best way to communicate this to the leadership.
  - One-on-one discussion?
  - Bringing up the topic at a production meeting?
  - Email?
- Keep it respectful, constructive, and objective.
  - A good manager will see the value your concerns and support you
- In the end, your employer is required by law to provide you with a safe and healthy work environment

Employee Participation

- Following the rules—internal policies and compliance regulations
- Maintaining safe workplace
  - Housekeeping
  - Mindful work—staying aware and alert
- Hazard identification and ownership
  - If something seems wrong, say something
  - If problem can be controlled, fix it
- Accountability—we are all responsibility for safety
- Extra participation
  - Safety Champion, Ask for training, Participate in audits, assessments, program development, present about a safety topic at a meeting

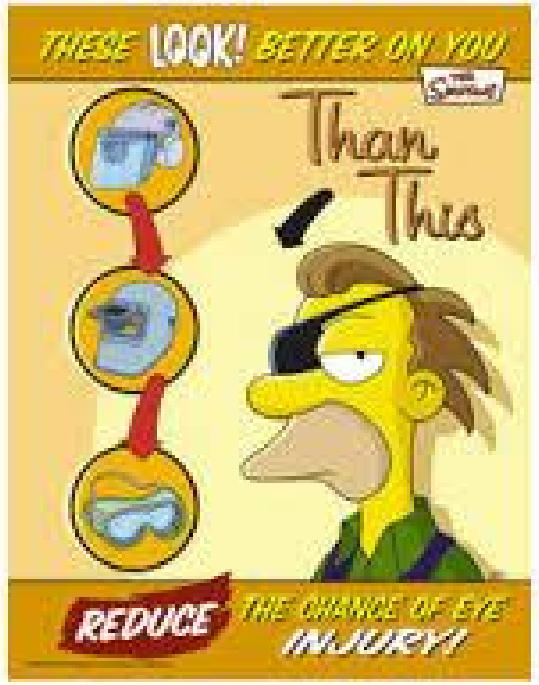
Manageable goals



- SMART Goals
  - **S**pecific
  - **M**easurable
  - **A**chievable
  - **R**ealistic
  - **T**imely
- Examples:
  - Manager to discuss chemical safety for 15 minutes at 1 meeting this month
  - Assistant brewer to develop a brewery chemical inventory by the end of the month
  - Head brewer to review hazard communication standard and train staff on GHS by end of Q2

What is a safety program?

- Safety program = Safety and Health Management System (SHMS)
- Written documentation and recordkeeping
  - SOP's, OSHA 300 log, implementation programs
- Comprehensive
  - OSHA Compliance
  - Safety Culture
- Communication and Planning
  - Training, scheduling, management of change
- Continual improvement
  - Audits, Assessments, Performance Metrics, Controls

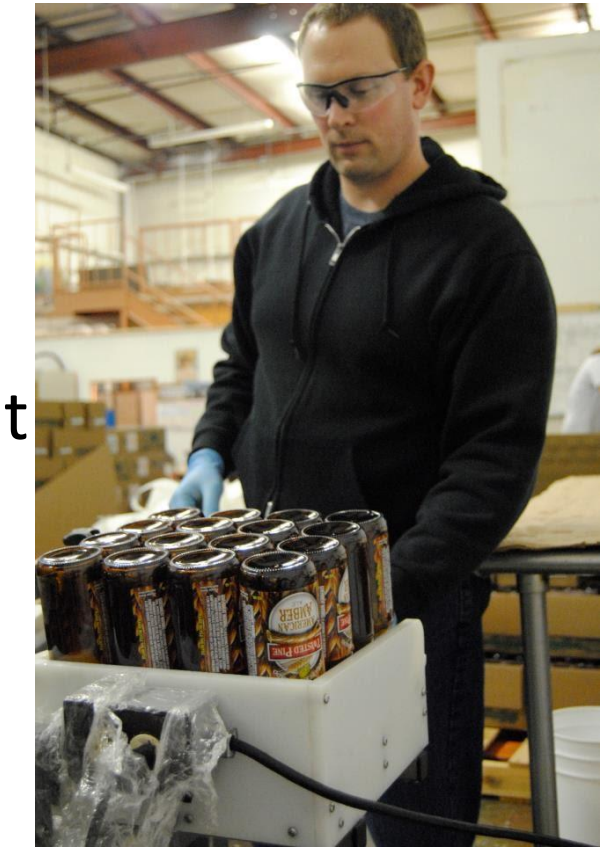


SMHS and Compliance

- ANSI Z-10 SHMS Standard
  - Elements for SHMS success
    - Structure, implementation, metrics, and culture
  - Comprehensive
  - Adaptable
- OSHA compliance programs
  - Mandated Safety Regulations
  - Structure safe working practices
  - Single item components and no improvement feedback loop

Superlist Compliance Checklist

- Jumping off point for SHMS development
- Step-by-step OSHA compliance checklist
  - For most common brewery hazards
- Basics for system metrics and benchmarking
- Additional components for culture and safety management
- Coming Soon: Best Practices Document (BMP)

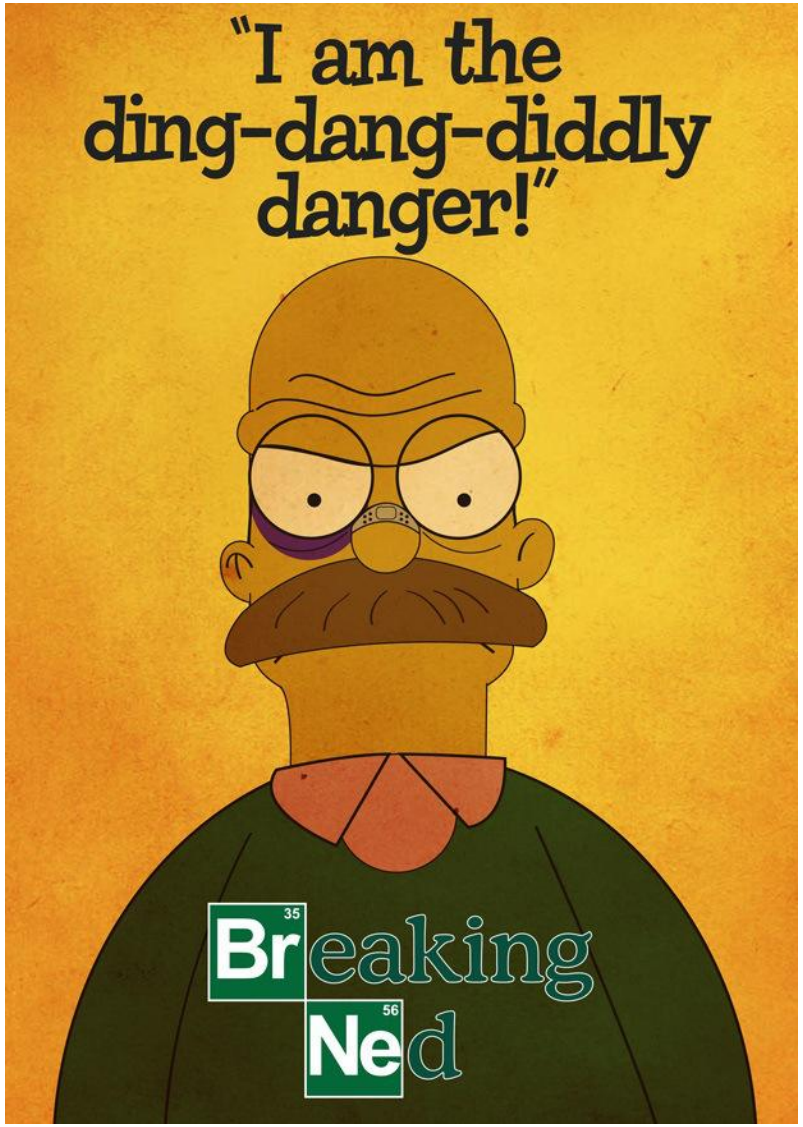


Gap Analysis

- Can be applied to:
  - Entire SHMS
  - A document, program, or procedure
  - Work in practice
- Asking:
  - Is this adequate?
  - Is this compliant?
  - Are actions matching writing?

Hazard Assessment

- Identify and monitor on a routine basis
- Multiple times in multiple areas
- With multiple people (of all levels and departments)
- Corrective actions and controls



Brewery Hazards

The DIY Hazard Assessment

- Physical
  - Energy that can hurt you
    - Electrical, pressure, steam/heat, gravity, mechanical
    - Confined/hazardous spaces
    - Chemicals, flammables, sharps, noise, thermal stress
    - Motion (moving equipment, moving vehicles), elevation, walking/working surfaces
- Behavior
  - Management—task planning, overall scheduling, available tools
  - Employees—Stress, fatigue, multitasking, personal life
- Inherent
  - Designed into facility, process, or equipment
    - Human factors and ergonomics

Human Factors

- Accidents may be rooted in system and equipment defects
  - Poor design
  - Counterintuitive operation
  - Incorrect installation
  - Faulty maintenance

- Identify areas where these factors may present
- Plan and develop specific training parameters and qualifications
- Realize employees may not be at fault

Risk Minimization

- Hazard Prioritization—which do I minimize first?
  - Employee interaction/contact—Never to frequent
  - Risk (likelihood to cause harm)—Unlikely to high
  - Severity of outcome—First aid to Permanent injury/Death
- Hierarchy of controls
  - Engineering, Administrative, PPE
  - Feasibility of resources or technology
  - Many ways to minimize to acceptable level

Resources

- Brewers Association Safety Sub Committee
  - Safety Exchange—safetyexchange@brewersassociation.org
  - Best Practices Documents, Webinars, Safety Ambassador
- Brewing Network
  - Safety is not proprietary—ask others what they do
  - Vendors and suppliers—for product or equipment specific safety
  - Share lessons learned
- Local OSHA **Consultation**
- ANSI Z-10 Standard

Special Thanks!

- BA community who participated in survey
- Chuck Skypeck (Brewers Association)
- BA Safety Subcommittee
- Colorado State University Industrial Hygiene Department

Questions?!

- Reva Golden: rgolden@ucar.edu
- Chris Shields: chris@rhinegeist.com

- Safety **Open House:**
  - **TODAY!!!**
- Safety Exchange:
  - safetyexchange@brewersassociation.org